

training, but it is not essential that a man should have any more than a secondary education to advance right up the ladder, if his performance merits it.

Senator GERSHAW: Is there a demand for medical officers in the department?

Mr. NELSON: Yes, it is very difficult to get enough doctors.

The CHAIRMAN: In the Indian Health Services, as I recall, there are some 50 doctors or something like that. How are those doctors recruited?

Mr. NELSON: Through the Civil Service Commission, by advertisement.

The CHAIRMAN: Is there any dearth of applicants for those positions?

Mr. NELSON: We have had. In the hospitals under that branch of the Department of National Health and Welfare, tuberculosis is a point of difficulty, and it is a matter of getting an expert in that field, or an expert in the field of glaucoma or some other specialty. Overall, the difficulty in securing any other medical officers for the general service is fairly great.

Senator GOLDING: What is the average annual income of industrial engineers?

Mr. NELSON: I suppose it depends on the experience the man has had. I would think that men who are doing the sort of work that our men are doing are paid considerably more in industry than we are paying.

Senator GOLDING: That is what I would think.

Mr. NELSON: As a matter of fact we have had several men come to us from commercial companies, and in some cases we concluded that we had gotten them because they were not a complete success where they were so we are very careful now in taking anyone who is willing to leave an industrial company, because his opportunities there are somewhat greater than with us.

Senator GOLDING: A feature that would strike me as peculiar is this, that you have an industrial engineer at the head of this efficiency committee you spoke about, to whom you are paying \$8,000. Well in the first place I think that the average industrial engineer would earn much more than that and his opportunities for increasing his earnings would be much greater if he continued to work for a private company rather than being tied up with such a position in the Civil Service.

Mr. NELSON: I think that is right.

Senator GOLDING: And the next feature that strikes me is that you have an efficiency expert to whom you are paying \$8,000 whose function it is to tell a Deputy Minister I think you said, who is paid something like \$15,000 a year, a man who is supposed to be efficient—you have this efficiency expert telling him how to conduct business in his department. Well, to say the least, that strikes me as being rather peculiar.

Mr. NELSON: I see the point you have in mind, Senator Golding. Again I say that the department requires the services this man is able to give. Now, I have no doubt he would earn more money outside the Government service. As a matter of fact when he came to us he indicated he did not think he would stay very long, but I think he is enjoying building up the service, he is enjoying Government work, and there are some people who would rather work in the Government than work outside.

Senator BAIRD: And I presume he has prospects of increasing his remuneration?

Senator CONNOLLY: Do you have much difficulty in recruiting staff because outside remuneration is higher than what the pay is in the service?